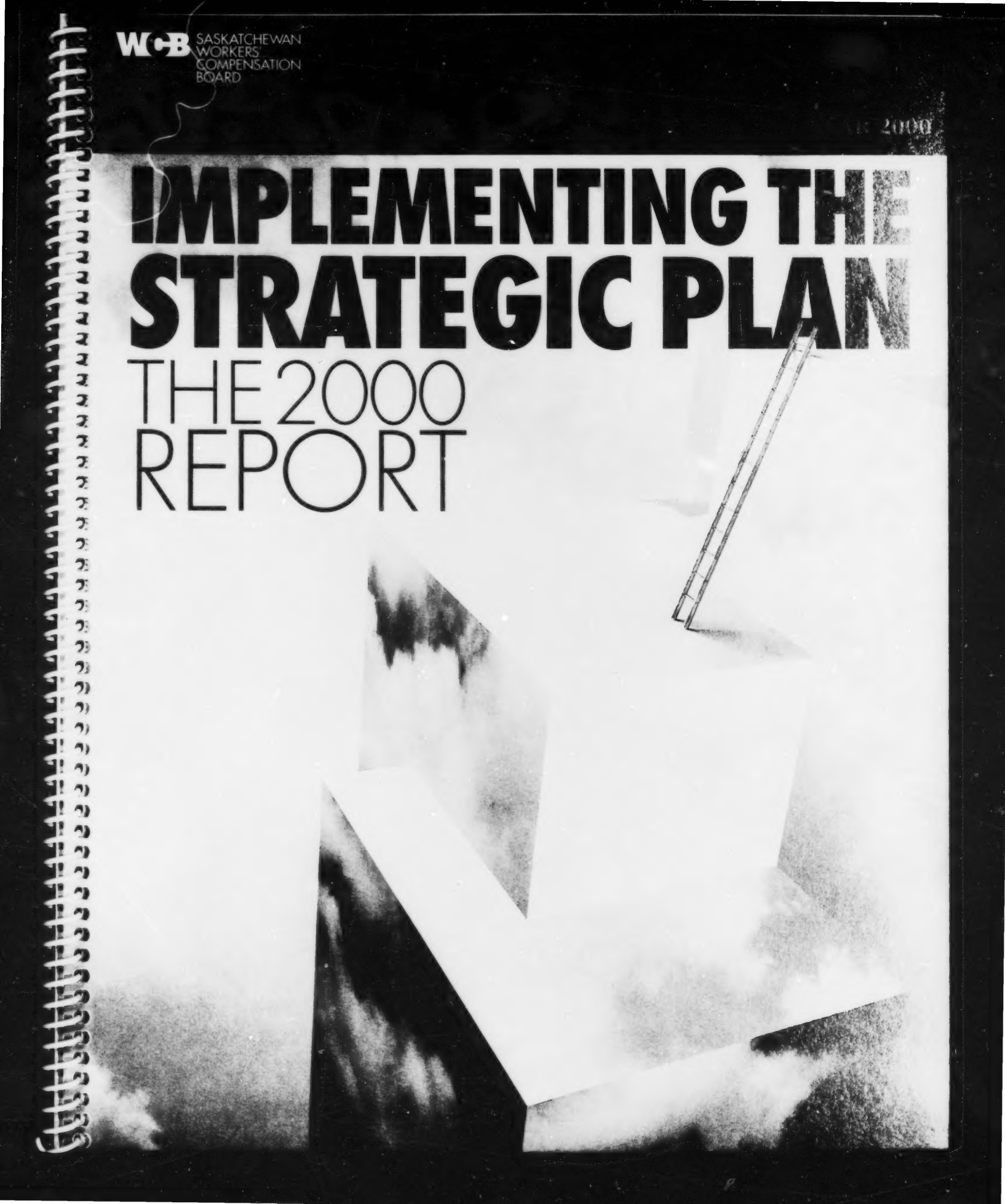
WCB SASKATCHEWAN WORKERS' COMPENSATION BOARD

IMPLEMENTING THE STRATEGIC PLAN

THE 2000 REPORT



A Strategic Plan Based on the Meredith Principles

The success of our strategic planning depends on continually reconfirming the validity and relevance of the essential principles of the compensation system.

These principles were articulated by Sir William Meredith in 1910 and later adopted by all Canadian jurisdictions. Saskatchewan's compensation system began with these Meredith Principles in 1930 and has continually reaffirmed their importance. In the 1990s both the Board and the independent Committee of Review vigorously reconfirmed confidence in this foundation. The Meredith Principles continue to ensure that the compensation system contributes to social and economic stability, and positively affects quality of life in Saskatchewan.

1 No fault compensation: every work related injury is covered regardless of who is to blame – the employee, employer or co-worker.

2 Security of benefits: the system shall be fully funded to ensure that there are sufficient funds to meet current and future costs arising from work injuries.

3 Collective employer liability: all employers contribute to the system based on industry groupings, thus ensuring certainty of payment for injured workers and removing the risk of bankruptcy for employers.

4 Independence of the Board: the system shall be governed by an independent Board which can fairly serve and respond to the needs of workers and employers without partisan political influence.

5 Exclusive jurisdiction: the Board has exclusive jurisdiction so that each claim can be considered on its individual merits and benefits can be provided promptly without the need to sue for damages.

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Implementing the Strategic Plan

The 2000 Report

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Strategic planning is the means by which an organization fulfills its purpose, allowing the organization to plan its future in a changing environment, adapt to the needs of those it serves and pursue continuous quality improvement.

Introduction

Implementing the Strategic Plan: The 2000 Report updates the WCB's progress since the 1999 Report in implementing strategic actions and broader corporate initiatives into an integrated focus on improving the service we offer, enhancing our performance and increasing our accountability. This Report marks the approximate midpoint in the implementation of the WCB's current strategic planning priorities through to 2002. This publication will receive broad distribution among stakeholder groups in Saskatchewan's compensation system, and is available to all interested members of the general public.

Implementing the Strategic Plan: The 2000 Report is the fourth in a series of publications reporting on the Saskatchewan WCB's corporate strategic planning process. It complements three earlier publications: *Strategic Directions*, released in 1997; *Strategic Planning: A Framework for Action*, published in 1998; and *Implementing the Strategic Plan: The 1999 Report*.

Constructing a participative strategic planning process must include stakeholders and must provide for input from all interested parties. For that reason, the Saskatchewan WCB practices rigorous transparency and accountability.

A Transparent and Accountable Process

In addition to our strategic planning publications, updates on our progress are regularly provided through ongoing stakeholder contacts, meetings with industry and labour groups, our Mid Year Review meetings, rate information meetings, the WCB's Annual Report and our corporate newsletter, *Compensation Reporter.*

Stakeholders and the broader public also have full access to these planning and reporting documents through the WCB's web site, *www.wcbsask.com,* or by contacting the WCB at (306) 787-1867.

Critical feedback is encouraged as part of our participative strategic planning process.

In the WCB's planning process, Board Members and executive officers considered questions fundamental to the future of the workers' compensation system in Saskatchewan: What should be our foundation and business? To whom are we accountable, and how? What is our value to stakeholders and the citizenry? How do we demonstrate that value?

Setting Priorities

From these discussions, nine strategic intents describing strategic priorities through to 2002 were constructed. The intents are interrelated, comprehensive and mutually supportive, and reconfirm our intent to continue to proactively define our future, and the behaviours and outcomes necessary to achieve that future.

Strategic Intents:

Our Foundation - to anchor the organization around the Meredith Principles.

Our Business and Service - to manage autonomously, as a service driven insurance plan.

Stakeholder and Strategic Partner Relations - to ensure stakeholder and strategic partner relationships are dynamic and managed.

Governance - to recognize that Board Members make policy and work it into the organization through the office of the Chief Executive Officer.

Corporate Culture - to align individual behaviour with organizational values.

Strategic Management - to proactively manage issues.

Accountability and the Management of Dissent - to be accountable to workers and employers, and to hear, respect and deal with differing views.

Employee/Organizational Relations - to ensure maximum individual contributions through employee relations built upon trust, openness and mutual respect.

Image and Identity - to continuously improve our public image and communicate our unique identity.

Focus on Implementation

In 1998 nearly 100 employees, working in eight teams, developed 180 specific actions to accomplish the strategic intents set out by Board Members and the executive. These 180 actions were prioritized for first and second round activities. Duplication was removed, and 31 activities were scheduled for first round implementation.

First round implementation focuses on four of the nine strategic intents identified at the beginning of our strategic planning initiative.

The four intents are:

Our Foundation

Our Business and Service

Strategic Management

Employee / Organizational Relations

Certain characteristics hallmark our planning:

- This is an iterative process, with ongoing opportunities for application and revision and, at a minimum, annual updates.
- It is strategic, aimed at positioning the organization for optimal outcomes.
- The process is driven by the Board Members, confirmed and affirmed by WCB employees and stakeholders.
- Finally, planning creates a learning culture within the WCB and opportunities for stakeholders to continually learn about the WCB.

Planning Integration

The action items recommended by WCB employees serve as an umbrella from which corporate initiatives can be drawn. When this happens, the WCB must be attentive to integrating the individual corporate initiative with the larger, and often longer-term, strategic planning process.

In 2000, initiatives with origins in the employee-driven recommendations were advanced for implementation:

Business Process Simplification - The BPS initiative complements several 1998 action recommendations dealing with improved service delivery, introducing new services, and building business processes and standards that deliver high performance. Launched in 1999, BPS will review key business processes to increase effectiveness and achieve greater efficiency. Led by a full-time project team, BPS has already significantly improved client service by reducing the time required to produce the first benefit cheque to injured workers. During 2000, processes to be reviewed and redesigned are: return to wellness, underwriting and appeals.

Information Technology - The WCB depends on IT systems to run its business processes. This initiative will leverage IT solutions to business problems, and will include a three- to five-year strategy to capture the opportunities and benefits of conducting business over the Internet with injured workers, employers, care givers and service suppliers.

Performance Management - Improvements and refinement of the WCB's human resource management practices were recurring themes among the 1998 action recommendations. The Performance Management initiative bolsters the drive for improvements by providing meaningful performance feedback to all WCB employees. The initiative is closely linked to the Balanced Scorecard and Cultural Change initiatives established in 1999 and continuing through 2000.

Balanced Scorecard - The Balanced Scorecard initiative measures the WCB's overall performance and reports results. By doing so, the Balanced Scorecard helps to manage the organization and to drive improvements. Five key areas will be measured by the Balanced Scorecard: people effectiveness, process effectiveness, customer service, financial integrity and leadership. In all, 16 measures will be tracked, with performance targets for each that will stretch the organization. Development work in supporting scorecards for targeted WCB departments will begin this year.

Cultural Change - Corporate culture is the sum total of corporate attitudes and behaviours, and is a determining factor in how well an organization performs. The need to realign culture was a recurring theme in many employee action recommendations, Modest positive growth toward a constructive corporate culture was measured in an audit conducted in 1999. Groundwork begun in 1999 included improving union-management relations by building partnership processes that are mutually respectful, developing staff competencies and capabilities, and supporting and recognizing personal responsibility and accountability. During 2000, this initiative will focus on establishing accountability mechanisms for management that define and formalize management roles and responsibilities, with management training as required. Annual cultural audits will continue.

Corporate Business Planning Cycle - The WCB has become reliant on strategic planning processes to define its future and the initiatives that will create that future. In 2000, the WCB will create a corporate business planning cycle that will foster sound strategic planning and sustain a constructive corporate culture. Characteristics of the planning cycle will include appropriate management and operational processes, critical and regular review focused on achieving industry leadership, disciplined implementation, and a means of turning corporate intelligence into corporate knowledge for continuous improvement.

A strategic plan must be durable enough to serve as a corporation's primary guide in decision making, but must also be sufficiently flexible to accommodate urgencies in the operating environment and to optimize the advantages that changing conditions may present. As the WCB's strategic plan and its strategic planning processes mature, these characteristics of successful planning are becoming more evident.

Looking Ahead

The WCB is at the mid-point of the five-year planning cycle begun in 1997, and its employees have accomplished a great deal. Saskatchewan employers and employees are beginning to reap the gains that have been made through service and process improvements, expanded stakeholder communications and feedback, and improved relationships with our partners in the workers' compensation system.

As we complete our planning cycle, executive and senior management, together with the Strategic Planning Steering Committee, will review the strategic plan, examine progress, learn from our experience, and realign planning behaviours and processes as appropriate. The WCB will continue to deliver a transparent planning process, and to practice accountability to our stakeholders for that process and the outcomes that it delivers.

Implementation Chart

STRATEGIC INTENT
Our Foundation – To anchor the organization around the Meredith Principles.

CRITICAL SUCCESS ELEMENT	ACTION	1999 STATUS / PRODUCT	2000 STATUS / PRODUCT
The Workers' Compensation Board is a no-fault, fully funded system. Its stability is defined by workers as timely access to, and the availability of, secure, guaranteed benefits; by employers as the receipt of value for their premiums; and by both as protection from litigation arising from work injury.	1. WCB communicates the enduring relevance of the Meredith Principles.	**Completed/Ongoing** 1. Incorporated Meredith Principles training into new employee orientation. 2. The meaning and relevance of the Meredith Principles is a recurring feature of corporate communications.	**Completed** 1. Perspectives #4: The Meredith Principles, published in Spring 2000. Copies available to all interested parties, at no cost.
	2. WCB services and policies are continually reviewed for their effectiveness, with reporting to stakeholders.	**Completed** 1. Annual surveying of employers and injured workers to establish satisfaction trends. 2. Monthly claimant surveys introduced to trend customer expectations and to drive service and program improvements. 3. Survey and trend results to be reported in WCB annual reports. **Ongoing** 1. Continual development and implementation of surveys and reviews of WCB services and programs. Pilots introduced to gauge the effectiveness of Extended Services and Health Care Services programming. 2. Continual policy review and amendment, with reporting to stakeholders through the annual report, Mid Year Review meetings, media announcements, the corporate newsletter and the WCB web site, wcbsask.com. 3. Stakeholder and strategic partner consultation on the introduction of amendment of key policies.	**Ongoing** 1. Survey of large employers on their information technology expectations in preparation for WCB e-business (integrated with Information Technology initiative). 2. Survey of care givers and employers to determine whether WCB services are being delivered in tune with WCB corporate values (integrated with Balanced Scorecard initiative). 3. Survey of employers and injured workers to determine customer service measures on Appeals processes. 4. Survey of representative employers for their preferences in use of telephone, fax or e-mail in reporting injuries (integrated with BPS initiatives).

CRITICAL SUCCESS ELEMENT	ACTION	1999 STATUS / PRODUCT	2000 STATUS / PRODUCT
		In Development 1. An outcomes model on the claims management continuum to test for service effectiveness, durability and value for injured workers and their employers.	**Ongoing** 1. Pilot the definition of "outcome" and test data collection in Vocational Services as part of ongoing development of an outcomes model for the claims management continuum.
	3. WCB and stakeholder roles and responsibilities are communicated.	**Ongoing** 1. WCB Speakers Bureau and publications outline roles and responsibilities of the WCB, injured workers and their employers. 2. Recurring theme in corporate communications.	**Ongoing** 1. An expanded Speakers Bureau with targeted messages for employers, employees and general public audiences to be launched in Fall 2000.
	4. WCB employee training and orientation incorporate individual and business unit roles and contributions toward sustaining the Meredith Principles.	**Completed/Ongoing** 1. Revised WCB orientation program introduced in Spring 1999. Responsibility for ongoing development of employee awareness on individual and business unit roles and contributions a requirement of managers and supervisors. 2. Twice yearly WCB Staff Days used to raise awareness of mutually supportive relationships between WCB business units, and of continuing relevance of the Meredith Principles. **In Development** 1. Employee training programs to include these features.	**In Development** 1. An employee training module on the Meredith Principles for delivery in 2000.
Board members, stakeholders and the WCB administration have clearly defined roles.	1. WCB and stakeholder roles and responsibilities are communicated.	**Ongoing** 1. WCB Speakers Bureau and publications outline the roles and responsibilities of the WCB, injured workers and their employers. 2. Recurring theme in corporate communications.	**Ongoing** 1. An expanded Speakers Bureau with targeted messages for employers, employees and general public audiences to be launched in Fall 2000.

CRITICAL SUCCESS ELEMENT	ACTION	1999 STATUS / PRODUCT	2000 STATUS / PRODUCT
WCB services are effective and accessible to workers and employers.	1. Services, including the policies and processes used to deliver services, and the training requirements of WCB employees, are continually reviewed and improved.	**Completed/Ongoing** 1. Monthly claimant surveys that measure service received against service expectations. 2. Regular policy review will be completed by the Corporate Policy and Program Development unit.	**Completed** 1. Individual Development Plans introduced to manage career planning, competency-based training and personal development. **In Development** 1. Employee orientation to be revised and extended to include a "buddy system" for new employees and discussion on creating a constructive corporate culture.
Premiums and costs are perceived as competitive.	1. There is regular analysis of premiums and costs in other jurisdictions to better inform our stakeholders of competitiveness and value.	**Completed/Ongoing** 1. An annual comparative review of premiums and costs across Canadian jurisdictions. Employer Fact Sheet outlining review results to be introduced in Fall 1999. **In Development** 1. Refinement of annual employer and injured worker satisfaction survey to measure perceptions of premium and cost competitiveness.	**Completed** Employer Fact Sheet introduced in 1999; to be updated annually.
There is effective communication with stakeholders and the general public.	1. A greater and more diverse number of communication tools and techniques are in place, with standards that include plain language (spoken and written), and messages that explain and support the Meredith Principles and WCB objectives.	**Completed/Ongoing** 1. WCB communication tools continually reviewed for language and relevance of content. 2. New communication tools introduced on a regular basis as communication needs are identified. 3. WCB web site reviewed on a continuing basis. 4. WCB advertising campaign (TV, radio and print) with pre- and post-campaign measures to be used to gauge effectiveness. 5. WCB Compensation Institute continues to be reviewed and refined for effectiveness as a stakeholder learning and communication tool.	**In Development** 1. WCB web site to be re-engineered to deliver more effective communication and to serve as a platform for e-business. 2. WCB Compensation Institute undergoing major review, with suggestions for improvements from WCB stakeholders.

CRITICAL SUCCESS ELEMENT	ACTION	1999 STATUS / PRODUCT	2000 STATUS / PRODUCT
	2. There is a more active speakers program.	**In Development for 2000** 1. An expanded Speakers Bureau that will proactively seek communication opportunities with targeted and diverse audiences, using, whenever possible, "front-line" employees as WCB representatives.	**In Development** 1. See earlier Speakers Bureau comments.
	3. Monitoring for effectiveness and appropriateness of communications is in place. Feedback from publics is sought.	**In Development for 2000** 1. Comprehensive communications audit of existing communications tools, using audience surveys to direct improvements.	**In Development** 1. Comprehensive communications audit scheduled for Fall 2000.
	4. There is greater opportunity for face-to-face meetings with stakeholders and the general public.	**Ongoing** 1. See earlier Speakers Bureau comments. **Completed and Ongoing** 1. Advertising used to issue invitations to the general public to attend 1999 Mid Year Review meetings. 2. Speaking and meeting opportunities for Board Members, executive management and WCB employees proactively sought. **Scheduled for 2000** 1. Development of an expanded Speakers Bureau program.	**Completed** Stakeholder meetings between WCB Board members and Executive officers and representatives of labour unions introduced in Winter 1999. **In Development** 1. See earlier Speakers Bureau comment.

STRATEGIC INTENT

Our Business and Service – To manage autonomously, as a service-driven insurance plan.

CRITICAL SUCCESS ELEMENT	ACTION	1999 STATUS / PRODUCT	2000 STATUS / PRODUCT
Measurable objectives focus on outcomes, not outputs.	1. Program needs assessment and trend analysis on the changing workforce/place and injury type are conducted to monitor service and program effectiveness.	**Scheduled for 2000** 1. Action plan to be implemented in 2000.	**In Development** 1. Project to begin in Fall 2000.
	2. Outcomes-based data bases are created to monitor the appropriateness and effectiveness of the case management continuum.	**In Development** 1. Model for defining and tracking outcomes ready to pilot. Requires confirmation that model will meet rigorous external scrutiny; i.e., is measuring the right things the right ways. **Scheduled for 2000** 1. Identify and implement technology supports to capture and track data. 2. Once fully tested, phase in to track service and program points in the case management continuum.	**In Development** 1. See earlier comments on Vocational Services pilot of the definition of "outcome."
	3. Provincial job market analysis is conducted, with stakeholder input.	**Completed/Ongoing** 1. Provincial job market continuously tracked. New program, Hireline, to be launched in Fall 1999 that will support job search activities for employers and injured workers.	**In Development** 1. Hireline program to be launched in Fall 2000. Earlier program launch delayed to allow for redeployment of WCB employees.
	4. WCB policy, programming and processes are evaluated for success and appropriateness. Findings are communicated to stakeholders.	See earlier status summary for **Our Foundation**.	**Completed/Ongoing** See earlier status summary for **Our Foundation**.

CRITICAL SUCCESS ELEMENT	ACTION	1999 STATUS / PRODUCT	2000 STATUS / PRODUCT
There is a formal relationship and linkage, clearly understood by all parties, between the WCB and federal and provincial agencies. The relationships and linkages respect each other's unique mandate, permit a sharing of information and support strategic partnerships and joint activities. Stakeholders and strategic partners are invited to participate in joint activities.	1. Bridging programs to social programming are in place to achieve a smooth transition when the need occurs.	**Completed** 1. WCB Bridging Program ready for Fall 1999 launch, providing injured workers with WCB provided supports to manage the transition to provincial and federal agencies and programs when this is necessary.	**In Development** Bridging program to be launched in Fall 2000. Earlier program launch delayed to allow for redeployment of WCB employees.
	2. Relationships aimed at information sharing are in place to address workplace safety and injury issues.	**Completed/Ongoing** 1. The WCB's Prevention, Safety and Return to Work unit, and the Occupational Health and Safety Branch of Saskatchewan Labour, have established a joint education/awareness program on injury prevention and workplace safety. 2. The WCB's Prevention, Safety and Return to Work unit is working with the OH&S branch of Saskatchewan Labour and industry safety associations on development of a provincial work injury prevention strategy. 3. The WCB provided, and will continue to provide, the newly formed Prevention Services Unit of OH&S with aggregate data necessary for that unit to develop and implement prevention services. 4. The WCB's Prevention, Safety and Return to Work unit authored "Workers Compensation Claims Management" as an appendix to OH&S' "Guidelines for the Establishment of an OH&S Program." 5. The WCB shares injury data with the OH&S branch, and provides that branch with immediate notice of serious or traumatic injury.	**Completed** 1. The WCB's Prevention, Safety and Return to Work unit authored a return to work strategy adopted as the industry standard by the Canadian Petroleum Safety Council. **In Development** 1. Injury prevention modules for workplace stress and substance abuse to be developed by the WCB's Prevention, Safety and Return to Work unit.

CRITICAL SUCCESS ELEMENT	ACTION	1999 STATUS / PRODUCT	2000 STATUS / PRODUCT
	3. Relationships with federal and provincial agencies are in place to ensure the WCB is aware of and proactively involved in policy and program changes that would impact injured workers or WCB operations.	**Completed/Ongoing** 1. The WCB's Corporate Policy and Program Development unit was established, in part, to develop effective working relationships with federal and provincial agencies that alert all parties to changes that could impact their operations.	**Ongoing** 1. The WCB's Corporate Policy and Program Development unit is sourcing suggestions for expanding partnerships with provincial and federal agencies. Improved relations with agencies such as Occupational Health and Safety Division and Prevention Services Branch of Saskatchewan Labour mean each organization is better informed.
Service and program quality, fairness and outcomes are monitored and findings are used to drive improvements. Decision quality, fairness and consistency are monitored and results are used to drive improvements.	1. In-house continuing education ensures the competence of WCB employees.	**Ongoing** 1. Twice yearly WCB Staff Days are used to raise awareness and understanding of WCB's mandate, operations and the necessity of mutually supportive working relations between WCB business units. 2. Peer review working group in the Client Services department has been introduced to recommend training needs and opportunities, and to mentor and coach Client Services employees. 3. Monthly claimant surveys introduced in 1999 provide data to drive process and service improvements. 4. Training and development opportunities are sought to develop and maintain competency levels among WCB employees. Examples for 1999 are conflict resolution training, telephone techniques training, the Meredith Principles, leadership development, security training and business writing. 5. Continuous training in required technology supports.	**Ongoing** 1. Competency and skill-based training needs are identified annually for individual employees through the Performance Development System introduced in Winter 1999. In-house and external training will be used to fill any gaps in competence or skills.

CRITICAL SUCCESS ELEMENT	ACTION	1999 STATUS / PRODUCT	2000 STATUS / PRODUCT
	2. Core services and levels are defined and practiced, and benefits are defined and communicated.	**Completed** 1. Business process mapping is complete for core customer service to injured workers and employers. **In Development and Ongoing** 1. Data from business process mapping will feed definition of core services and service levels, and aid definition and practice of business standards. Closely linked to, and requires integration with, Business Process Simplification corporate initiative. 2. Training in business standards scheduled to follow up on definition of business standards.	**Ongoing** 1. Integration with Business Process Simplification has delayed action on setting business standards. It is anticipated that the definition of business standards related to case management will begin by year-end.
	3. WCB policy and practices are reviewed and amended regularly, using analytical data, to ensure they remain fair, equitable, appropriate and effective.	**Completed** 1. Monthly claimant surveys introduced to track satisfaction and service delivery on key service points. **Scheduled for 2000** 1. Outcomes-based data analysis will provide analytical data to measure policy and practice fairness, equity, appropriateness and effectiveness. 2. Consideration of an internal fair practices office, available to injured workers and employers. 3. Scheduled, regular policy review is a 2000 objective of the Corporate Policy and Program Development unit. An evaluation plan will be incorporated for new policies when they are brought forward for approval.	**Ongoing** 1. Review of WCB policy begun by Corporate Policy and Program Development unit, with the intention of producing a Policy and Procedure manual that sets a new standard of excellence by March 31, 2001. 2. New policies being brought forward have an evaluation plan attached.
The WCB recognizes and meets responsibilities to the family members of workers recovering from serious injuries.	1. Family support is defined and available under prescribed circumstances that are impacted or triggered by compensable injury.	**In Development** 1. Consideration of a family support program providing exceptional supports to spouses and children affected by a serious or traumatic workplace injury.	**In Development** 1. A draft policy is being completed for internal review.

STRATEGIC INTENT
Strategic Management – To proactively manage issues.

CRITICAL SUCCESS ELEMENT	ACTION	1999 STATUS / PRODUCT	2000 STATUS / PRODUCT
A strategic management infrastructure has within it a culture that fosters the proactive identification of potential issues, and the communication of issues to a strategic manager who has resources to develop and research a response, and who is linked to critical parties in the organization.	1. Establish a formal means to facilitate interdepartmental cooperation and planning, and to develop a measurable strategic management process.	**In Development** 1. Review of pivotal linkages between operational units, executive management and Board members to be completed in Fall 1999, with recommended actions for planning and issue management process improvement.	**In Development** 1. The 2000 initiative to develop a corporate planning cycle will produce models and methodologies for planning and issue management process improvement.
	1. Create a culture that promotes the proactive identification of potential issues and opportunities. Implement a Managing Service Expectations program.	**In Development** 1. Closely linked to above action. **Ongoing** 1. Cultural transformation targeted early in the year as a 1999 priority. Expected behaviours, attitudes and approaches to work have been communicated to, and are expected from, all levels of the organization.	**Ongoing** 1. Cultural audit conducted in November 1999 showed modest progress towards preferred constructive culture. Annual audit to be held November 2000. 2. Management leadership training delivered in 2000 emphasizing the link between management behaviours, attitudes and approaches and corporate culture.
	Department goals are determined. Achievements are measured against these goals.	**Completed** 1. WCB departments developed 1999 operating objectives, are monitoring their completion, and will be required to report against them. **In Development** 1. Closely linked to, and requires integration with, the Balanced Scorecard corporate initiative.	**Completed and Ongoing** 1. WCB department objectives developed for 2000; development of annual or multi-year objectives to become standard practice. 2. Objective-setting for 2000 and beyond to be linked to multi-year strategies around human resources management, IT strategies and budget target. 3. Relationship to, and integration with, Balanced Scorecard initiative continues.
Issues are identified and dealt with proactively; fewer issues require reaction.	1. Create a culture that promotes the proactive identification of potential issues and opportunities. Implement a Managing Service Expectations program.	**In Development** 1. Review of pivotal linkages between operational units, executive management and Board members to be completed in Fall 1999, with recommended actions for planning and issue management process improvement.	**In Development and Ongoing** 1. See earlier summaries on this page.

CRITICAL SUCCESS ELEMENT	ACTION	1999 STATUS / PRODUCT	2000 STATUS / PRODUCT
Stakeholders have a better understanding of, confidence in, and respect for the WCB; questions are answered before they are asked. Issues are anticipated and addressed before they become problems.	1. Create a culture that promotes the proactive identification of potential issues and opportunities. Implement a Managing Service Expectations program.	**In Development** 1. Review of pivotal linkages between operational units, executive management and Board members to be completed in Fall 1999, with recommended actions for planning and issue management process improvement. 2. Stakeholder feedback tools to measure understanding and confidence, and to drive improvements.	**In Development** 1. See earlier comment on developing the corporate planning cycle. Stakeholder feedback tools will be an integral element of the issue management process.
In conjunction with environmental scanning and coordination of programs with other agencies, legislative and policy review capacity is in place.	1. WCB policy and practices are reviewed and amended regularly using analytical data, to ensure they remain fair, equitable, appropriate and effective.	**Completed and Ongoing** 1. Corporate Policy and Program Development unit in place to manage these items.	**In Development and Ongoing** 1. See earlier comments in **Our Business and Services**.

STRATEGIC INTENT
Employee/Organizational Relations – To ensure maximum individual contributions through employee relations built upon trust, openness and mutual respect.

CRITICAL SUCCESS ELEMENT	ACTION	1999 STATUS / PRODUCT	2000 STATUS / PRODUCT
A Human Resources Management Program built upon trust, fairness, openness and mutual respect is in place and maintained.	1. An overarching Human Resources Management program is in place, developed in partnership with the union, and characterized by forward planning and values that support a corporate culture that encourages camaraderie, incentive and initiative.	**In Development and Ongoing** 1. Development of an effective and supportive partnership with union representatives has begun, that is characterized by the corporate values defined by the organization. **Scheduled for 2000 and subsequent years** 1. Continuing evaluation of a union-management relationship that makes possible the desired Human Resources Management program.	**Completed** 1. A draft People Strategy encompassing desired elements is in place for final approval and facilitated by Human Resources advisors dedicated to key areas of the organization. 2. A Joint Union-Management Partnership has been struck to advance the resolution of industrial relations and other partnership matters in a manner characterized by trust, fairness, openness and mutual respect.

CRITICAL SUCCESS ELEMENT	ACTION	1999 STATUS / PRODUCT	2000 STATUS / PRODUCT
Employees understand and support corporate objectives and corporate directions. Employees know, understand and feel positive about personal contributions.	1. Orientation strategies for new hires and promotions ensures instruction in corporate purpose, objectives and plans, and how individual positions contribute to corporate success.	**Completed and Ongoing** 1. New orientation program in place that begins to meet this ongoing training need with new hires. 2. Twice yearly WCB Staff Days are used to raise awareness and understanding of WCB's mandate, operations, and the necessity of mutually supportive working relations between WCB business units.	**Ongoing** 1. Twice yearly Staff Days continue in 2000. 2. A Staff Appreciation Day in September 1999 highlighted the contributions of business units to WCB's success. 3. Orientation program for new hires being expanded to provide greater detail on individual business unit collaboration and cooperation.
There is a culture of openness, mutual respect and fairness, which are defined and supported by cultural values.		**Completed and Ongoing** 1. Corporate values are defined, known by, and expected of, WCB employees. 2. A 1998 corporate cultural audit identified the culture needed to achieve corporate success. Cultural transformation is a multi-year initiative introduced in 1999. Expectations on culture change have been communicated to WCB staff and will be supported by management and employee training, and new performance management tools. **Ongoing** 1. Cultural transformation is a multi-year initiative. This item is integrated with cultural change, a 1999 corporate objective, and will require continuing disciplined attention.	**Ongoing** 1. Culture change continues as a corporate initiative. A 1999 audit found some modest progress toward the desired constructive culture. 2. Management leadership training contributing changed attitudes, approaches and behaviours that impact the corporate culture. 3. Cultural audit to be repeated in November 2000.
Roles, duties, responsibilities and authorities are known; a clearly defined decision making process is in place.	1. Define, manage and communicate roles, authorities and interfaces between business units to provide a smooth progression of service through the organization.	**Completed** Critical linkages identifying decision making and service points, and business unit roles, have been mapped. Closely linked to, and requires integration with, Business Process Simplification corporate initiative. **Scheduled for 2000** 1. Refinement of linkages through the development of business standards that are clearly communicated, understood and practiced.	**In Development** 1. Development of business standards delayed to accommodate integration with Business Process Simplification project. Work to begin on defining business standards in Winter 2000.

CRITICAL SUCCESS ELEMENT	ACTION	1999 STATUS / PRODUCT	2000 STATUS / PRODUCT
	2. Provide training, structure and processes that lead to successful decision making. Formal structures and processes are in place to ensure consistent performance across the organization. Evaluate as part of performance evaluation.	**In Development** 1. Specific training modules/supports around decision making. 2. Performance management corporate initiative to effectively and consistently manage performance across the organization.	**Completed** 1. Performance Management System in place to manage performance across the organization, with input and feedback from supervisors, direct reports and colleagues.
Success and failure are defined and can be measured, with consequences known for each, and with a capacity to evaluate performance and take corrective action (training, counselling, guidance).	1. Continuous performance evaluation is in place, jointly developed and supported by union and management, that is sensitive to the needs and demands of positions, and with probationary periods suitable to the position and duties.	**In Development** 1. Performance Management corporate initiative to effectively and consistently manage performance across the organization.	**Completed** 1. Performance Management System introduced that can be tailored to the unique needs and demands of a position, and with appropriate probationary reviews.
	2. Continuous performance evaluation is integrated with teaching, counselling and guidance.	**In Development** 1. Management training strategy that teaches skills and processes to provide all WCB managers and supervisors with required teaching, counselling and guidance skills.	**Completed** 1. Leadership training being offered to equip managers as teachers, mentors and coaches for their reports.
Training is defined and planned appropriately.	1. Training strategies support succession planning and career pathing, including refresher training. Practices such as job shadowing and pre-placement interviews are considered and used to permit staff movement within the corporation.	**In Development** 1. Comprehensive corporate training strategy in development for Fall 1999 approval and implementation. Strategy to include elements required by the critical success element.	**Completed** 1. Desired and potential career moves, along with required training, are part of the Individual Development Plans completed by each employee and signed off by their supervisor.

CRITICAL SUCCESS ELEMENT	ACTION	1999 STATUS / PRODUCT	2000 STATUS / PRODUCT
Union-management relations flow positively, with timely, decisive and committed responses to employee and union business. There is a recognition of the union as the bargaining agent and partner, and the collective agreement as a critical element in employee and organizational relations.	1. Research and implement union-management relationships that meet the cultural, structural, operational and stakeholder needs of the organization, and that smooth the transition to a union-management environment that recognizes each party as a partner in creating and sustaining a culture.	**In Development and Ongoing** 1. Development of an effective and supportive partnership with union representatives has begun, that is characterized by the corporate values defined by the organization.	**Completed** 1. Joint Union-Management Partnership (JUMP) was introduced to meet the needs identified by the Critical Success Element. JUMP meets regularly, and on a needs basis, to discuss and jointly manage matters within the organization, incorporating the corporate values defined by the organization.